

Critical Success Factors of Total Quality Management Implementation in a Custom-made Furniture Manufacturing Company

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Abstract: The market demands for product quality improvement have increased, and the Total quality management (TQM) approach has proven effective in enhancing product quality. Implementing TQM can be instrumental in achieving an organization's growth and success in the global and local furniture markets. In this competitive business environment, furniture companies must deliver high-quality products and add value to their customers consistently. This study was conducted with the purpose to determine the critical success factor of TQM implementation in a custom-made furniture manufacturing company in which ABC company was selected as the case study. According to the study, the factors include management commitment and leadership, employee involvement, total customer satisfaction, continuous improvement, training, communication and teamwork. The data shown that management commitment and leadership factor was ranked first in terms of its importance to the successful implementation of TQM. Apart from that, several barriers faced by the company was identified during implementation of TQM. A SWOT analysis based on the TQM implementation is being discussed according to the interviews with five employees of the company. Therefore, this study enables further understanding on how to implement TQM into company practice successfully and the challenges that faced by the company during implementation TQM.

Keywords: Total quality management, Furniture manufacturing company, Critical success factor

1. Introduction

In the past two decades, one of the fundamental concerns of business is quality apart from cost and delivery (Besterfield *et al.*, 2012). Quality has been widely recognized as a key factor for business success in today's competitive market. The primary focus of quality is to meet client requirements and to strive to exceed expectations of customer (Chileshe, 2007). It's essential to know that quality is more than a product working properly. Additionally, quality refers to specific standard and the methods and means of maintaining, achieving and improving those standards (Arnold *et al.*, 2008).

Apart from that, Riley & Juran (1999) stated that the meaning of quality can be interpreted into two categories which are product features that meet customer needs and freedom from deficiencies. Quality is defined as features of product that satisfy customer requirements and therefore provide customer satisfaction. Besides, quality refers to a product free from defects that means avoid needing to perform rework again or result in customer dissatisfaction, customer claims and field failures. Besides, according to Ishikawa (1985), quality is a homogenous element and it is not restricted to quality department in a company. Everyone in the company should cooperate in quality control which includes top management, every function in the company and all employees to produce the right product that fulfills expectations of customers. As a result, business company should strive for continuous development to achieve high quality in both products and services.

The term of TQM, which includes "total", "quality", and "management", is described widely by several researchers and authors. Total Quality Management (TQM) refers to management strategies used to improve quality and productivity in firms (Arnold *et al.*, 2008). TQM is one of the most popular and long-lasting management principles in the last two decades (Rahman & Bullock, 2005). According to Zehir *et al.* (2012), firms which apply TQM bring many advantages including produce quality products or services, increase customer satisfaction, minimized overall costs, enhanced financial, in addition to increase employee satisfaction. Furthermore, if TQM is successfully applied in an organization, it also produces a competitive advantage (Prajogo & Sohal, 2001). Companies that trade internationally in a global competition have focused on TQM concepts, tools, procedures and techniques.

Recently, the environment of business has undergone various economic, technological and social changes. TQM is a set of guiding concepts that act for the foundation of continuous improvement of the company. It is the use of human resources and quantitative approach to enhance all procedures within a firm and exceed customer requirements currently and in the future. Continuous improvement within organizations should be achieved through incorporating TQM and excellent of business principles into every organization activity (Kigozi, 2019). The implementation of TQM success depends on the methods used to attain the objectives of quality improvement program even though the management of quality concept is sound. Numerous enterprises have been struggling to develop effective TQM policies. Some TQM programs have been abandoned due to obstacles that make TQM policy implementation difficult resulting in different results as expected (Powell, 1995). Mosadeghrad (2014) stated that three main reasons of failure implementation of TQM techniques are under use, over use and misuse of methods and tools. Therefore, some critical success factors for implementation of TQM such as customer satisfaction, continuous improvement, management commitment and leadership, training, employee involvement, teamwork and communication have been determined based on the various researcher (Salleh *et al.*, 2018). Nevertheless, the challenges and barriers faced by organizations in TQM implementation process also one of the obstacles that contributes to the failure of TQM implementation within an organization.

Generally, TQM successfully implemented taking into account a number of factors. Different authors have applied different TQM factors for investigating its impact on different sectors. For example, critical success factors of TQM implementation have been determined in South Africa small and medium

enterprises (Matsoso & Benedict, 2015), Egypt healthcare sector (Salaheldin *et al.*, 2015), Malaysia higher education institution (Salleh *et al.*, 2018) and Malaysian automotive industry (Dedy *et al.*, 2016).

Thus, this study is carried out in order to understand the process of TQM implementation in a real working business environment. A wood industry specialized in customized furniture manufacturing industry named ABC company. This furniture factory was chosen as the primary case study to further investigate their implemented of TQM into working practices. Besides of that, this study is conducted aims to understand the barriers and challenges faced by company before, during and after the TQM implementation. Furthermore, SWOT analysis also used to evaluate strengths, weaknesses, opportunities, and threats, in a furniture manufacturing business. Hopefully, through this study we can better understand how TQM works in a business environment that seek for growth and continuous improvement.

ABC company was founded in 1980 as a manufacturer of high-quality custom-made furniture. The factory is located at Taiping, Perak, Malaysia. ABC company usually produce indoor wooden furniture especially for homes, condominiums and shop. ABC company brings more than 40 years of experience in designing and manufacturing custom-made furniture products. It is proud of having skilled and motivated team members or workers who are highly committed to producing quality products. Their “do it right the first time” attitude is matched with the company’s modern equipment to produce quality products with innovative designs. This innovative approach enables dynamic to significantly increase its efficiency and remain competitive in today’s ever-changing marketplace.

Besides, ABC company have been producing timeless furniture from engineered wood and mixed light hardwood results in superior quality furniture that is often exceed customer expectations. At ABC company, their furniture is authentic, warm and natural. It is strong, functional and sturdy, made with a passion for pure lines and respect for the wood itself. Every product is finished carefully in workshop. The company’s mission is to produce and deliver high quality products that combine functionality, durability and aesthetics for their customers. They achieve this mission through efficient design and process tools as well as optimized solutions and technologies.

Furthermore, they aim to provide the best service for their customers by understanding the needs for a customer-made furniture. They produce furniture through a learning process that starts from the user experience. Their furniture is designed and manufactured after listening to customer feedback. Therefore, with years of experience producing custom furniture, they understand customer furniture needs. ABC company continuously strive to be the leading manufacturer in the custom-made furniture industry. Their team will keep abreast of the latest trends and best practices as they continue to develop innovative products and solutions.

Every company design and product are constructed using traditional production processes through machinery such as table saw, bench drilling machine and wood trimmer router machine by skillfully craftsmen. Each piece is assembled carefully by skilled craftsmen who pay attention to detail and produce custom furniture that meets standards of quality, comfort and finish. Thus, ABC company offers the finest quality furniture.

Process flow of wooden furniture manufacturing process includes receiving of material, preparation of raw material, component fabrication, initial assembling, finishing and final assembly. ABC company product ranges from TV cabinet, shoe cabinet, kitchen cabinet, wardrobe, bookshelf, bed set cabinet and optical display cabinet.

2. Literature Review

2.1 Definition of TQM

The principle of TQM was developed amid fierce global competition. A large number of organizations in the world apply TQM in order to gain competitive advantage. Nevertheless, many studies on the implementation of TQM in manufacturing sector especially in manufacturing industry were being carried out in several countries. Based on preliminary study and literature review, the researcher has determined seven essential success factors of TQM implementation which includes leadership, customer satisfaction, continuous improvement, employee involvement, teamwork, training and communication. Numerous TQM success factors related to company and their people have been conducted in previous research for example customer focus, high level of communication, teamwork, training, all levels of management commitment, recognition and reward, organizational culture, empowerment and employee engagement (Narasimhan & Nair, 2005).

Some authors carried out an empirical study on the relationship between TQM practices and the company performance (Hassan *et al.*, 2013). This study emphasized on the manufacturing firms in Pakistan. They concluded that the TQM implementation has a positive impact toward organizational performance. Matin *et al.* (2018) conducted research on TQM practices and critical factors contributing in such practices. This study focused in plywood industry that were situated in West Bengal. They concluded that the major effects of critical factors contributing in TQM practices is continuous improvement. Imran *et al.* (2019) stated that, based on their studies, it concluded that TQM, export market orientation (EMO) and company export performance (CEP) have a positive relationship and significant. According to a study on TQM success factor in small and medium enterprise (SME) businesses done by Matsoso & Benedict (2015), the authors stated customer relationship management is the most essential critical success factor of TQM implementation for both franchise and SME manufacturing businesses. Thus, TQM can be seen as effective problem solving, decision making and has an important role in the continuous improvement within organizations.

2.2 Factors and Barriers in TQM Implementation

Critical success factors are the variables that can truly influence an organization. Therefore, company required to focus on the implementation of TQM. According to Laudon & Laudon (2014) satisfactory of CSFs ensure a firm's successful competitive advantage and performance. They have been several researches carried out the study in order to determine what are of component of TQM, common barriers faced by company and what are the critical factors on TQM implementation. For instance, Salleh *et al.* (2018) identified that, employee involvement, management commitment and leadership, continuous improvement, training, total customer satisfaction, communication and teamwork are most important critical success factors of TQM implemented and helps to improve performance measurement of higher education institution. Matsoso & Benedict (2015) proposed that the management of customer relations was the most essential critical success factor for TQM implementation in both manufacturing SME businesses and franchise. Talib & Rahman (2010) pointed out that, employee involvement, training and education, process management, top management commitment, quality systems, information and analysis, customer focus, benchmarking, continuous improvement and innovation, quality culture and supplier management are critical success factor of TQM implementation particularly in-service sector.

However, there are some barriers and challenges faced by organizations during the implementation process of TQM. Some case studies have discovered that lack of management practices contributed to the failure of TQM implementation. Yusof & Aspinwall (2000) found that the frameworks of TQM implementation did not suitable in SME context. According to Kotter (2007), factors hindering the successful implementation of TQM particularly in SMEs are poor communication, lack of vision, lack of institutionalized quality and poor partners coordination. Kanji (1990) stated that the main barriers for

successful TQM implementation is management failure. Newall & Dale (1991) identified that, the major barriers during TQM implementation are poor strategy planning and obsolete culture in an organization.

2.3 SWOT Analysis

SWOT analysis is a instrument commonly applied for strategy management and strategy planning within an organization (Gürel & Tat, 2017). According to Sammut-Bonnici & Galea (2015), a SWOT analysis technique used to evaluate the internal strengths and weaknesses and the external opportunities and threats involved in an organization's environment a project, a plan, a person or a business activity. The internal factors may include all the 4Ps as well as manufacturing capabilities, personnel and finance whereas the external factors may consist of legislation, technological change and sociocultural changes. The organization can identify their core competencies for planning, decision making and building strategies through examining the internal and external factors in these four areas.

Besides, the major advantage of SWOT analysis is that its simplicity has led to its continued apply in leading companies and academic communities since SWOT analysis was developed in the 1960s (Phadermrod *et al.*, 2016). SWOT analysis provide information can help organizations face its biggest challenges and find the most promising new markets. However, lack of control of other component for example raw materials changes in price, inflation, government policies and legislation changes and shortage in skilled worker can hinder effective SWOT analysis and implementation (Namugenyi *et al.*, 2019).

3. Research Methodology

3.1 Research Design

A research design is the arrangement of conditions for a study to collect and analyze data in a manner designed to combine procedures and economics related to the purpose of the study (Akhtar, 2016). In this study, researcher used qualitative research design to carry out the study where a case study on a manufacturing company named ABC company was chosen as the main focus. Qualitative method is used in order to collect the in-depth details on a particular topic. In this qualitative research design, the researcher is concerned with determining the answers to the why and how of the phenomena in question, thus, making the study subjective rather than objective, and collecting findings in writing as opposed to numerical. The collection of data was primarily from interview session with five employees from that company to ensure the answer reflects the company perspective of TQM implementation. The research process includes identify and determine the topic, review the literature, set research objectives and questions, select a company as case study, interview with the company's employee, analyze the data and prepare a report.

3.2 Data Collection

The study has been conducted through physical interview with the employees of ABC company on how TQM is implemented in this custom-made furniture manufacturing company. Unstructured interview was conducted with the five employees within the topic of TQM implementation such as factors, barriers and benefits of TQM implementation in company. Unstructured interviews generate qualitative data by using open-ended question. This allows respondents to choose their own words for an in-depth conversation. This helps researcher develop a real sense of person's understanding of the situation. The interview results are analyzed and elaborated in this report with the references of previous literature to assist in the writing process. In addition, the respondents were asked to rank several factors of TQM implementation based on his/her personal judgment of how well the company demonstrated its commitment in the company's implementation of TQM.

3.3 Data Analysis

The researcher used descriptive content analysis to examine data collected from interview sessions with the employees of the company. Descriptive content analysis aims to summarize the data information content related to the research question including how TQM works in the company, challenges and barriers to the implementation of TQM and SWOT analysis based on the implementation of TQM.

4. Results and Discussion

4.1 Rank of Factors Based on Importance

Table 1 shows the ranking of critical success factors of TQM that were implemented in ABC company. The factors are ranked according to the total score mean of each factor. Based on the results, it can be concluded that the management commitment and leadership factor was ranked first followed by employee involvement, total customer satisfaction, continuous improvement, training, communication and teamwork.

Table 1: Rank of factors based on importance

| Critical success factors | Ranking |
|--------------------------------------|---------|
| Management commitment and leadership | 1 |
| Employee involvement | 2 |
| Total customer satisfaction | 3 |
| Continuous improvement | 4 |
| Training | 5 |
| Communication | 6 |
| Teamwork | 7 |

4.2 How it is Implemented in the Company Based on the Factors

(a) Management Commitment and Leadership

Based on the information obtained from the interviews, management commitment and leadership ranked first according to the total score mean. It has been proven that every organization need to build good management commitment and leadership before it can improve further. At ABC company, employees are participated in the planning stage of each new project on custom-made furniture. The furniture fabrication process includes eight different stages. Before moving onto the next stage, an approval from supervisor is required. The supervisor participates in each of the eight processes, and try to involved as much as possible by providing feedback and suggestions.

(b) Employee Involvement

According to Pheng and Teo (2004), a successful implementation of TQM environment or culture needs the full participation of a dedicated and skilled manpower in the activities that designed to improved quality. Employees at all levels within the firm should be promoted to take responsibility and communicate effectively to enhance quality at all stages of production. For instance, all employees of ABC company actively involved in the company activities especially weekly meeting discuss about the progress of production or the quality issue during production process. At the same time, employees will give some opinions and suggestion during meeting. Managers and supervisors must think that employees are smart and have effective ideas (Yang, 2004). All levels of employees within a firm are considered internal customers, and if the firm wish to attain full satisfaction for its external customers,

it should be very satisfied. This situation shows that the chain of customers and suppliers relationship involves both internal and external customers.

(c) Total Customer Satisfaction

Organizations need to understand customer needs, be able to meet their needs, be responsive to their needs, and be able to measure customer satisfaction through TQM implementation (Sila, 2007). At ABC company, they serve a lot of customers within Malaysia who looks for custom-made furniture product. They have been able to sustain economic growth by listening carefully to customers' requirements on furniture and implementing the needs to their furniture products. The company regularly meet and exchange information with their suppliers especially the wood panel and fittings suppliers regarding to the product's quality. Besides, the company able to acquire valuable feedback from previous customers which has helped improve their furniture products both in terms of quality and user-friendliness.

(d) Continuous Improvement

In TQM, continuous improvement assumes that everything is going well and that value can be increase slowly or dramatically. It requires support from all parties as it facilitates their relationship with customers, organizational development and innovation (Evans & Jack, 2003). Quality is the company top priority. They emphasize the essential of continuous improvement activities as a way towards increased customer satisfaction. In order to ensure the company can attain continuous improvement, the company strongly apply to the PDCA concept in their practice. PDCA (Plan-Do-Check-Act) is a four-steps method to improve a process, product, or service in small incremental steps. Through the implementation of PDCA concept, the furniture manufacturing or in the management office, the company are able to ensure their employees are constantly improving towards a better work culture level at the same time ensuring that high-quality results are achieved.

(e) Training

Another critical success factor in TQM implementation is training. Training is an essential factor that contributes to efforts to improve quality. An organization that requires quality and people development, policy formulation and planning will decide the allocation sample for training with strategic planning focusing not only on current training needs, but also on future training (Johanson & Vahlne, 2003). When investing in the future of manufacturing businesses, the obvious decision is to go all-in on digital transformation to stay competitive. However, in addition to digital strategies, companies must also undertake workforce optimization. Thus, a well-planned and strategic manufacturing training program is the best way to conduct. The skills gap in manufacturing is widening, and the workforce is not fully equipped for Industry 4.0. Factory training programs are a corporate approach to equip employees with new skills to meet the demands of their jobs. The company develop courses for skill improvement such as AutoCAD training course and manufacturing course in which employees can acquire the skills they need to succeed in their careers, increase production, provide a safer work environment, and keep up with technological advancements in manufacturing process.

(f) Communication

Communication is a factor as it helps to build confidence in others and provides encouragement and risk sharing (Salleh *et al.*, 2018). The company have regular weekly meeting on Monday morning that bring together employees from different levels. Certain issues faced by employees will be discussed through the meeting session. By this way, the issues can be identified and solved quickly to prevent the subsequent problems occurred within the company. The company try to keep the communication process across different units in order to ensure their business running well in all aspects. Therefore, effective communication between leaders and their employees is important to solve problems in an effective way.

(g) *Teamwork*

Teamwork is another critical factor for successful TQM implementation in an organization. According to (Zakuan *et al.*, 2012), teamwork element can unite the whole workforce of an organization for successful of quality improvement. Besides, Salleh *et al.* (2018) stated teamwork can evaluate employee performance. In a furniture manufacturing environment, a strong collaboration helps to minimize the number of accidents and maintain optimal yields. Employees injured are often occurred in a working environment especially the workers who operates the machine. Thus, the caring method of the team adopted by the company may help the injured worker regain confidence in his/her return to work.

4.3 Implementation Quality Control in the Company Work Process

To be more understanding the general production process in ABC company, an illustration of furniture product manufacturing process is shown in Figure 1.

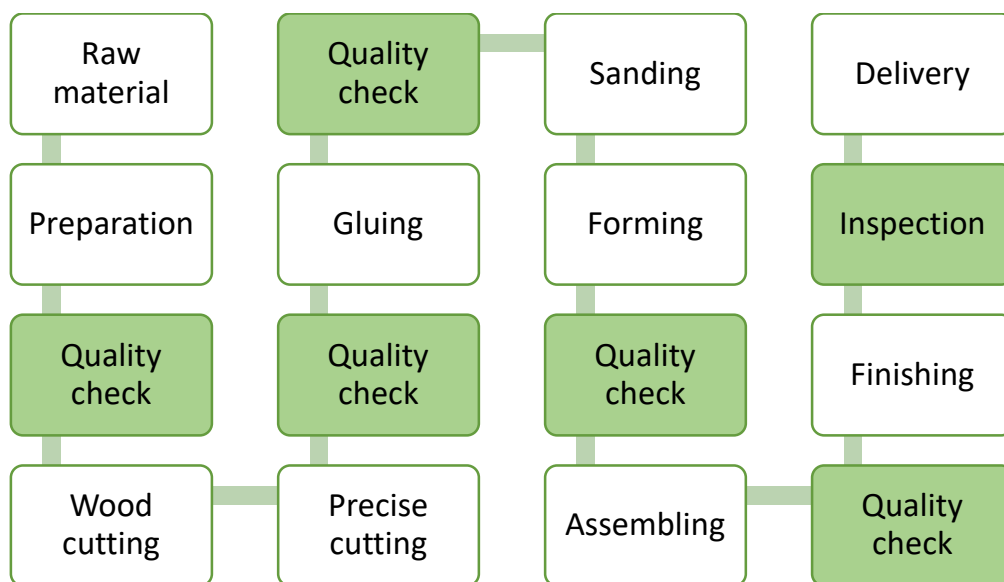


Figure 1: Production process in ABC company

Based on the Figure 1, once the raw material such as plywood panel and mixed-light hardwood timber received from supplier, it will undergo some inspection before it stored in the storage area. Then, the raw material will be measured and cut into required size. After cutting process, there are a quality checking process to ensure the required size is precise. Next, the panel and timber will undergo gluing process. The glue used in woodworking is white glue (which is also called carpenter’s glue). The required drying period is 48 hours. Quality check is required to ensure the glued board in good condition. After that, the glued board undergo sanding process using sandpaper in order to remove the excessive white glue and made the glued board surface smooth. It is noted that in each step, there are quality control being done to ensure the product able to meet their highest quality standard. Next, there are some possibility component needs to be assembled before finishing. Quality checking process is applied to assembled part. In this stage, furniture part can be repaired if found deficiencies of furniture parts. In furniture manufacturing process, Formica was selected for finishing process. The finished good will again go under final inspection process before deliver to customer. From the illustrated production process, it can be shown that the company is highly implemented quality approach in their manufacturing process to ensure the manufactured products are in high quality and maintain standard.

4.4 Barriers and Problems During the TQM Implementation

From the interview conducted with company's employees, there are several barriers that the company faced in the process of TQM implementation within the business activities. There are five barriers determined from the interviewee. These include lack of quality cost knowledge, ineffective plan for continuous quality improvement, lack of top management commitment, lack of customer feedback system and improper teamwork within an organization. It is worth highlighting in this report to further understand the challenges may face when putting TQM into practice within business. First and foremost, employee attitudes towards quality as one of the biggest barriers in the company. Some employees found that it difficult to change some employee perceptions of quality especially senior employee in manufacturing department. They stated the quality procedure is an added cost and hence cannot accept it as an integral part of the job. The cost of quality has a critical effect on the attainment of organizational objectives because the cost of poor quality is staggering (Tari *et al.*, 2007). Hence, knowledge about cost of quality plays an important role in TQM implementation.

Secondly, ineffective plan for continuous quality improvement also one of the barriers in the process of TQM implementation. Seetharaman *et al.* (2006) stated that quality is considered the effective way to survive in a competitive business environment. Besides, lack of top management commitment on TQM implementation also among the barriers faced by the company. In most cases, top management believes that quality is an activity less important than finance, marketing and production (Balding, 2005). Thus, top management are less committed to quality and do not proactively develop long term strategy for quality improvement. According to the literature, top management commitment plays an essential role in the success of TQM implementation.

Furthermore, lack of customer feedback system in the company is one of the barriers during TQM implementation. To bring long term profit, an organization must focus on a customer-centered business (Mosadeghrad, 2014). The customer-centered business principle is to satisfy customers with high-quality products. However, lack of customer feedback system in the organization lead to ignoring customer needs. The company were no longer able to satisfy their customers resulted in they lost their business. Thus, TQM can help enterprise organizations to develop customer-centered business. According to the literature, customer focus plays a great role in TQM implementation. Last but not least, lack of teamwork among employees in a company also one of the barriers during TQM implementation. A good teamwork in a company is important for a business. However, the organization may receive more delay and less effective solution when there is improper teamwork among employees. Teamwork in an organization is critical because it can provide more lasting improvements in processes and operations.

4.5 SWOT Analysis Based on TQM Implementation

In this section, researcher conduct interviews with company employees on the SWOT dimension by implementing TQM. Implementing TQM in a company does have its own strengths, weaknesses, opportunities and threats for businesses looking to implement and maintain a culture of quality in their company activities. The implementation of TQM in the company provides strengths to the company. For instance, every custom-made furniture product is designed and produced around the concepts of sustainability, quality and function. The products manufactured by ABC company is unique and produced quality products which meet the satisfaction of customers. Besides, the company management must consider technology used in a company, work procedures, investment of quality machinery and provide a quality manufacturing environment. The weakness of ABC company is most of the machinery used in the manufacturing process is in poor condition. Problems such as long downtime, the use of outdated and unreliable machines lead to ineffective maintenance plans, which in turn lead to inefficient production processes. Furthermore, ABC company does not provide continuous training and development for its workers which affects the situation that its workers cannot handle when there is an

emergency situation such as machine failure in production. The company only relies on maintenance workers who are responsible for repairing machines in production.

TQM implementation in ABC company also bring some opportunities for the business growth and sustainability especially from a furniture manufacturing company's perspective. The Malaysian government, through the Ministry of Plantation and Commodities and other related ministries, recognizes the important role of the furniture industry in the Malaysian economy, and therefore strives to maintain the development of the furniture industry. Besides, when the company able to produce and supply quality furniture products to customers, it provides a huge opportunity for higher demand from the mass market. Last but not least, EHB is facing the problem of increasing costs. After the government announces the increase in petrol prices and utility bills, it will become a threat to the company. The increase in transportation costs may affect material costs. Therefore, it will indirectly increase production costs. If costs increase while product prices remain the same, it will reduce company's profit or sales revenue.

4.6 Discussion

(a) Suggestion or Proposal Based on SWOT Analysis

Based on the SWOT analysis, there are some suggestions and recommendations that can be implemented by the furniture industry in providing methods for better quality and continuous improvement within the organization operation. First and foremost, the furniture industry has never been better, with many people around the world looking to buy furniture for growing families, enterprises and businesses, quality is more important than ever. The quality of furniture products is critical to producing items that customers love. The quality of craftsmanship included in the furniture determines whether or not customers will return is another essential reason. A quality product creates loyalty and trust between customers and the company. Besides, the company can invest in maintenance. Maintaining an organization's physical asset is important within business. Regularly maintaining machinery help to maximize their lifespan, improve quality, reduce downtime and efficiency. Although new equipment can increase productivity, it also requires maintenance to keep operating at optimal levels. An effective and planned program of business asset management will reap measurable productivity dividends. Furthermore, given the opportunity for higher market demand due to the production of quality products, the company can further expand or reach higher customer markets to gain a strong position among its competitors, especially the related furniture industry. Last but not least, creating a culture of quality within your business is a significant way to enhance any business. A quality culture helps make employees happier at work and makes them feel more like an integral part of the company. It can improve performance, improve results and create a better work environment. Most importantly, quality culture can directly impact customer satisfaction. This is something all business leaders should fully understand.

(b) Benefits of the Study

This study is significant because it allows us to assess the importance of implementing TQM within organization for business growth and sustainability. TQM implementation is a long-term strategic approach, and while results can be fairly quick, organizational culture change and strategic redirection take time. Progress can be very slow. By reducing waste, rework and variation, firms can improve quality and reduce costs. The ultimate goal of TQM is to enable members of an organization to use quality tools in their daily work life. TQM can have an essential and beneficial impact on organizational development and employee. All employees focus on continuous improvement and quality management, firms can build and maintain cultural values that create long-term success for their customers and the organization itself. TQM's focus on quality helps determine skills deficiencies among employees and the necessary training, education, or guidance to address those shortcomings. For ABC company, the custom-made furniture produces according to the customer preferences and requirement. Also, they

provide services such as give opinions to customers based on the experience and provide after-sale services. When combine better products and services with the better customer relationships, customers are more satisfied with the service provided by a company. Besides, this study identifies the barriers and obstacles during TQM implementation. The challenges faced by company can help other industry to understand the barriers may face during implementing TQM. The role of TQM in today's business has never been more important. With all the resources available to businesses today, most companies are not maximizing their potential. By controlling the quality of all systems, people and processes, organizations can now easily improve the bottom line and increase customer satisfaction.

5. Conclusion

In this study, we explore how TQM was implemented in a custom-made furniture manufacturing company. ABC company was selected in this case study. Throughout the study, we understand how implementing TQM influenced the decision making within an organization. ABC company provide customers with the best custom furniture product quality at the same time they ensure the company's culture of quality is embraced by workers. In a competitive global marketplace, with the increase in quality requirements and price-sensitive competition, the need to implement TQM becomes stronger as a means of achieving sustainable competitive advantage for businesses regardless of the nature, size and location of their business. Successful firms tend to be those that can guide quality improvement better than other competitors. TQM focuses on the whole system aspect of organization-based change, and its concept includes a comprehensive view of all activities of the company. It seeks to integrate various organizational functions including customer service, finance, marketing, design, engineering and production to focus on meeting customer requirements and organizational goals. This study shows that management's commitment to TQM implementation is the biggest successful success factor for the implementation of TQM. Hence, management should play an important role within organizations and corporate with employees to apply quality principles into work practices in order to maintain a quality culture in an organization at the same time cultivate core values around quality management and continuous improvement.

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